United Nations Development Programme

Project Title	**Community Policing Project**
UNDAF Outcome(s):	**Outcome 2:** By 2012, improved democratic governance at all levels based on human rights standards, with particular attention to women, children, displaced populations, and other vulnerable groups towards achieving sustainable peace and development.
Expected CP Outcome(s): *(Those linked to the project and extracted from the CPAP)*	**Outcome 5:** Rights upheld and protected through accountable, accessible and equitable Rule of Law institutions
Expected Output(s): *(Those that will result from the project and extracted from the CPAP)*	**Output 5.1:** Capacities strengthened of Rule of Law institutions
Implementing Partner:	UNDP
Responsible Parties:	UNMIS Civilian Policing, UNAMID Civilian Policing

Brief Description

The Comprehensive Peace Agreement (CPA), the Darfur Peace Agreement (DPA) and the Eastern Sudan Peace Agreement (ESPA) present the Government of Sudan (GoS) Police with a clear opportunity to complete a transition from a paramilitary policing model to one where community participation and respect and protection of human rights are emphasized. The peace era offers a chance to address many of the acute and chronic problems such as the problem of insecurity in internally displaced persons (IDPs). In keeping with the objectives of the peace agreements and in recognition of the objectives stated in the Interim National Constitution, there is a need for the distribution of police powers between the national level and the sub-national level. The new system will need to establish coordination mechanisms both horizontally - between territorial units - and vertically - between levels of government.[1] This entails the adoption of the police and the citizens of a new vision, mission and values that reflect the police and the community wide commitment to a new philosophy based on the principle that security of the person and property requires integration of citizen participation. Further to a specific request from the GoS Ministry of Interior, the Community Policing Project is intended to support national authorities in elaborating a national framework on community-based policing that provides for an accountable and closer working partnership between the civilian police and the communities.

Programme Period:	2009-2010
Country Programme Component:	Rule of Law
Project Title:	Community Policing Project
Atlas Award ID:	00056843
Start date:	01 July 2009
End Date	31 December 2010

Total resources required (2009-2010)	$ 2,927,259
Total allocated resources:	$500,000
• Regular	_____
• Other:	
⚬ DFID	$500,000
⚬ Donor	_____
⚬ Donor	_____
⚬ Government	_____
Unfunded budget:	$2.427.259

Agreed by UNDP: _____ 16-9-09 _____

LIST OF ACRONYMS

CBO	Community based organisation (s)
CPA	Comprehensive Peace Agreement
CP	Community Policing
CSIC	Community safety information centre(s)
DGP	Director General of Police
GoS	Government of Sudan
IDP	Internally Displaced Persons
INGO	International Non – Governmental Organisation (s)
JAM	Joint Assessment Mission
LEA	Law Enforcement Agencies
MoI	Ministry of Interior
NCO	Non Commissioned Officer (s)
NGO	Non Governmental Organisation (s)
SOP	Standard Operating Procedure
UNHCR	United Nations Centre for Refugees
UNDP	United Nations Development Programme
UNMIS	United Nations Mission in Sudan

I. SITUATION ANALYSIS

Since independence in 1956, Sudan has endured periodic political and social instability. A multi-ethnic, multi-religious and multi-lingual country required a political settlement linked to

- *SENSITIVE* to historical injustices and inequalities in development between the different regions of the Sudan that need to be readdressed.
- *CONVINCED* that decentralization and empowerment of all levels of government are cardinal principles of effective and fair administration of the country.

The Comprehensive Peace Agreement (CPA), 2005 provides a guide, and a sound institutional framework to achieve lasting peace and sustained development to the benefit of all the Sudanese people. The signatories to the CPA and the Interim National Constitution, 2005 committed themselves: "*to gearing governance, in the coming output of our political advancement, towards the enhancement of economic development, promotion of social harmony, deepening of religious tolerance and building trust and confidence in the society generally.*"

The Sudan Police Force (SPF), established in 1903, has since evolved as a highly centralized organization whose main duty is to maintain law and order. This functional purpose of the SPF has determined the organizational structure. The policing philosophy is, in part, based on the belief that the police are a professional organ that has monopoly over crime control and citizen's safety without the involvement of the community in policing affairs. Post-independence reform processes have been based on the same traditional role of the police; and political and administrative reforms in applying decentralized governance in the country brought some organisational and structural changes in SPF that nonetheless remained within the classic role of the police as a paramilitary force. A Popular Police (PP) Administration was established in 1992, following many earlier attempts to harness the role of the community in policing. The PP, however, mirrored all other police administrations – working alongside them, and reporting to police headquarters at the various levels. [1]

The Popular Police Forces duties included:

- Prevention of crime and help in apprehending criminals,
- Keeping of public order, urging people to adopt benevolent morals, abstain from negative behaviour and customs,
- Patrolling quarters and markets,
- Conservation of environment and natural resources,
- To act as a Civil Defence force in times of natural crises,
- Traffic organization,
- Ensuring the safety of public places and works.

The PP forces were not without controversy with some expressing concern around their role in serving the community. An academic M.A. dissertation prepared by a police officer appraised the role played by this force in reducing crime rates, nourishing of benevolent morals, as a Civil Defence force during crises, etc. Another perspective on the PP force described it as falling short of "*increasing trust and capacity for engagement between police and public*". Another report described it as "*a move closer to practicing Community policing but the concept was not articulated within a holistic framework of policing for improved governance and development*"[2].

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[1] *"Technical and Training Needs Analysis for Sudan Police" Report by Chris Gale, DFID, 12/2/2004*

The Comprehensive Peace Agreement (CPA), the Darfur Peace Agreement (DPA) and the Eastern Sudan Peace Agreement (ESPA) present the Government of Sudan (GoS) Police with a clear opportunity to complete a transition from a paramilitary model to a one where community participation and respect and protection of human rights are emphasized. The peace era offers a chance to address many of the acute and chronic problems such as the problem of insecurity in internally displaced persons (IDPs). The Government of National Unity (GNU), international missions and agencies such as JAM-Sudan and UNDP can therefore work together to create conducive atmosphere for the sustainability of peace in the Sudan, with a particular focus on marginalized groups.

A Decentralised Approach:

The CPA and the Constitution set out the vision and mission of the police in post-conflict Sudan highlighting the importance of people's involvement and engagement in order to strengthen the implementation of the peace process. Schedules (A), (B) and (C) of the CPA outline the division of powers and exclusive competencies between the national, Southern Sudan and States levels. Para 8, Schedule (A) specifies the powers and competencies of the police at the national level as: "*including Criminal Investigation Department – CID, Regional and International Criminal Matters, and Standards and Regulations including the standards for training the police in the National Capital*". These powers and competencies are in line with the international experiences where support services such as laboratories, forensic services, special expertise, are usually based at regional level or at central level depending on the degree of expertise, the frequency of their use, and costs of equipment or units.

The Article further states that the police at all levels "*shall coordinate, co-operate and assist each other in the discharge of their functions, and to that end, shall recommend, through their respective authorities to the Presidency the establishment of these necessary mechanisms*". Thus intergovernmental cooperation and interdependence between the Federal and State levels is a key factor in the identification of threats and vulnerabilities and sharing of resources. Achieving this goal entails political and institutional commitment to adopt changes in the policing philosophy and practices to allow the police to serve communities more effectively and equitably. A well defined policy can increase accountability and promote public confidence in the rule of law.

Analysis and experience support the view that the GoS Police is facing many competing and conflicting demands for action and reform[2]. In keeping with the objectives of the peace agreements and in recognition of the objectives stated in the Interim National Constitution, there is a need for the distribution of police powers between the national level and the sub-national level. The new system will need to establish coordination mechanisms both horizontally - between territorial units - and vertically - between levels of government.[3] This entails the adoption a new vision, mission and values that reflect the police and the community wide commitment to a new philosophy based on the principle that enhanced safety and security of the person and property requires integration of citizen participation.

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[2] *Draft UNDP Framework for Policing Projects in Sudan, 7/4/2005*

[3] *Art. 148, Para 3 Interim National Constitution*

II. RATIONALE

The police are an important emblem of the rule of law. A police force that is seen to be promoting human rights and working in partnership with communities has symbolic resonance for democratization and promoting the rule of law. One of the challenges to reform the police service and institutions is how to forge a stronger relationship and positive interactions between the police and the community. Community policing has been applied in many countries and led to fundamental changes[4], philosophic and institutional, within the entire police regime. With approaches rooted in citizen participation to crime solving and prevention, the police are transformed from "crime fighters" to "problem solvers" and encourage dialogue between community and representatives from various law enforcement and government agencies. Community oriented policing is a philosophy and organizational strategy based on the idea that both the community and the police must work as equal partners to address issues of safety and security at community level.

Police – Community Relations

Even as the Sudan National Police celebrates its centenary in 2008, the strong Military orientation of the Police and the perception in the minds of the community that there is little difference between the Military and the Police when it comes to dealing with the community still persists. In the absence of exposure to alternative policing techniques, often the response of the Police cadres to policing issues is authoritative and not community friendly. Under the circumstances there is enough scope to improve mutual trust, understanding of each other's roles and inter dependability between the community and police to ensure safety and security of all members and sections of the community and synergy between the Police and the community. There is a need to usher an attitudinal change in the mindset of the rank and file of the Police to adopt a democratic policing style with active involvement of the community in sustaining peace and ensuring safety and security of the public.

There is a need to facilitate building of mutual trust, respect and partnership between the public and the police to promote better understanding with public through a nationwide Programme which connects the Police and the community to achieve the common goal of ensuring safety and security for one and all. Community based policing pilot envisages establishment of such a mechanism and relationship from the strategic to the grass root level.

Further to a specific request from the GoS Ministry of Interior, the UNDP Community Policing Project is intended to support national authorities in elaborating a national framework on community-based policing that provides for an accountable and closer working partnership between the civilian police and the communities. The primary target audience of this project is the GoS police administration, police personnel, local authority officials and law enforcement officers, community representatives, traditional leaders and civil society groups in seven pilot States (South Darfur, North Darfur, West Darfur, Khartoum, Kassala, Blue Nile and South Kordofan). Within civil society, the project will target national and local NGOs, women and youth groups. Donor governments, UN staff, UNMIS, UNAMID and international NGOs are also partners as they have a key role to play in supporting and facilitating implementation. The primary beneficiaries will be the citizens of targeted States as well as Internally Displaced Persons (IDPs) who are currently most affected by the crime, conflict and the lack of support mechanisms for victims of crime.[5]

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[4] Concept Note "*UNDP Policing Programme in Northern Sudan (2006-2007)*" Dominic Wisler
[5] Workshop Report on *Policing in Multicultural Khartoum*, 13/4/2006

III. PROJECT STRATEGY

Concept and Philosophy

The philosophy of community policing involves forging of partnerships to address issues that concern both the police and citizens. It encourages finding of local workable solutions to deal with community security concerns, especially those involving vulnerable sections like women, children and IDPs. It encourages building of mutual trust and confidence and underlines the interdependence of the Police and community in maintaining peace and harmony in the society.

A Community Policing Pilot:

Police reform is increasingly being recognized as a fundamental element of conflict management. A police service supported by the community and capable of arresting insecurity may have a far-

Basic principles of community policing are:

- Policing by consent, not coercion.
- The police are part of the community, not apart from it.
- The police, Community institutions such as families, schools, worship places, neighbourhood and business associations, CBOs and NGOs are seen as partners in creating a safer secure community.
- Active public support in policing.
- Policing oriented to meet specific community safety and security needs.
- Empowerment of the community to prevent crime and build a crime free society.
- The police works with community on developing alternatives to reach lasting solutions,
- A cultural change in law enforcement strategy,
- Representation of marginalized vulnerable groups, minorities and gender,
- The best possible use of social work and volunteer service through training and education,
- Improved community involvement that has an immediate visible impact and effect on the citizens quality of life

reaching impact in enabling lasting economic, social and political development. Police reform may also complement and embolden other programming in the areas of security sector reform, rule of law and good governance.

Preserving diversity as the primary character of Sudanese culture is one key element that is crucial to the success of any Reform and Restructuring activity in Sudan. The transformation of the Sudan National Police from a Force to Service, sensitive to protection of basic human rights, established democratic policing norms and vulnerable groups, especially women, children and internally displaced persons, can only be achieved by adopting a community based approach which epitomizes both reform and refurbishment of the public image of the police. Community policing transcends the narrow focus on combating crime, the philosophy proposes police and communities working together in partnership in order to address community concerns. When successfully executed, it can both develop security and secure development.

The introduction of community policing in Sudan places new demands on the police to undertake an internal reorganisation in order to decentralise. This must also take place within a legal regime that promotes collaboration with other state service sectors and the public, a review of the training curriculum, promotion of functional community structures, development of specific standard operating procedures (SOP), a new policing culture and strategic direction and vision. While best practices have been developed internationally, they need to be adapted to the local institutional and social setting.

The civilian police are the most visible institution of the security sector and its reform is vital for durable security of the person and property. With law enforcement and the sense of workday safety, security and public order that the police can provide, the potential for wider political, social, and economic development is enhanced. Developing a professional and accountable police service practicing a new style of policing that is responsive to the needs of local communities is increasingly recognised as important for sound conflict management and peace-building in Sudan.[6] The introduction of community policing was identified by the Joint Assessment Mission (JAM)[7] as a priority action in order to promote access to justice and restoring confidence in the police at the local level. In Article 148, the Interim National Constitution defines the Police and its competencies, stressing the need for decentralisation, impartiality and integrity. Stating:

1. The Police are a regular force whose mission is to maintain law and order; its service shall be open to all Sudanese to reflect the diversity and multiplicity of the Sudanese society; it shall discharge its duties with impartiality and integrity with the law and internationally accepted standards.

2. The Police shall be decentralised in accordance with the Comprehensive Peace Agreement. According to the Darfur Peace Agreement (DPA), community policing structures should be developed in IDP camps, as outlined in Article 273: AMIS, in coordination with the Parties, shall train community police in IDP camps to enable them to effectively perform policing functions in the camps as the basis for a community police force for those IDPs on their return to their home areas.

Support to the Police will, therefore, be governed by the clear mission statement to "*provide services to community and facilitate a sense of security*" as articulated in the CPA; with the reform process based on principles including:

- Decentralised decision-making and operational management
- Wider conception of the role of law enforcement institutions
- Focus on vulnerable groups
- Proactive strategy to address crime in community
- Assumption of an equal and productive partnership between community and police

This also means that the reform process should cover the following areas:

- Organizational management and cultural diversity
- Training and education
- Policy development
- Recruitment, selection, retention and promotion practices
- Staff development
- Police/community relationship

The Community based policing pilot, is based on wide consultations with the Police, members of the government, chiefs and the community, to ensure sustainability and ownership. It takes into consideration the cultural and ethnic diversity, respect for traditional, tribal and customary laws, available infrastructure, present composition, professional capabilities and post conflict police - community relations. It envisages integration of the organisation and activities being undertaken by the existing Popular Police with those proposed to be undertaken at Community Aid Posts. It focuses

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[6] *Draft UNDP Framework for Policing Projects in Sudan, 7/4/2005*

[7] *The JAM has been the main process of identifying strategic priorities for the reform and reconstruction in the post CPA Sudan and was a joint exercise conducted by the parties, the World Bank and the UN.*

primarily on establishing the concept in IDP camps with a view to empower the IDP community to work hand in hand with the Police and play a role in enhancing the safety and security of the camps, especially of the vulnerable sections, women and children. It also addresses the goals outlined in the Comprehensive Peace Agreement. UNDP-UNMIS CIVPOL experience in establishing a network of Community Aid Posts in IDP Camps in the last two years, with a view to establish mutual trust and synergy between the Police and the community to forge a meaningful and symbiotic relationship, forms the bedrock of the suggested pilot.

It proposes the introduction and development of the concept at the national level by involving all stakeholders. The policies and key result areas identified by the powered national body would be implemented in all states through the existing Popular Police and Community Aid Post network established in the jurisdiction of each Police station in pilot states. The pilot is unique to North Sudan and attempts to address typical issues threatening to endanger the personal safety, security and access to justice of the society emerging from the after effects of a long drawn civil war. It recognises:

- The susceptibility of the youth to crime on account of lack of education, skills, opportunities, lack of infrastructure and professional training;

- The vulnerability of women to SGBV;

- The fragile ethnic environment and the emerging needs of the community struggling to re establish itself; and

It endeavours to <u>address the personal safety and security issues</u> arising as a result of easy availability of arms, and large numbers of unemployed, the presence of large vulnerable groups, IDPs, conventional flashpoints like cattle rustling and tribal clashes. It also attempts to support and complement the DDR, small arms control programmes by promoting community awareness and sensitivity towards these important issues which have a direct bearing on the safety and security of displaced communities.

Building Trust and Confidence through Community Policing

The wide gap observed between the Police and the community as a result of the conflict and post conflict developments and needs to be bridged with mutual understanding and a human rights focused policing method. <u>Enhancement of public confidence in the Police</u> is the only way forward to maintain law and order and promote a crime free society. Community policing initiatives have proved to be effective means of establishing and sustaining long-term community reconciliation processes. They involve changing police methods and practices so that the police and community can work together to prevent crime, disorder and insecurity, as partners.

The following steps can be taken to strengthen public confidence in the police:

- open access to all police services;

- 24 x 7 availability of police services ;

- a highly visible police presence;

- grassroots level public information campaigns;

- extensive and broad based civil society engagements so that police actions are monitored and held accountable to the communities they serve;

- adequate representation of/ and for the interests of vulnerable and marginalized groups and balanced ethnic composition in the police service;

- Promotion of gender balance in the police force and gender mainstreaming in all police work.

Role of Community Policing in Conflict Management

Community policing can play a vital role in not only ameliorating the post conflict trauma but also in preventing future conflicts by actively engaging the community in dealing with sensitive conflict causing issues. Promoting awareness about small arms control initiatives, rights and duties of the citizens, creating pressure groups in the community on such issues of national importance through community police partnerships can go a long way in preventing conflicts and improving the overall security scenario in the society. A good working relationship between the police and the community can provide critical information about antisocial elements with intentions to disrupt peace and security.

Police can provide advice and reassurance to vulnerable communities such as refugees in the East and returnees during the DDR process in the 3 Protocol Areas and IDPS in Darfur. Regular Formed Police Unit patrols in the areas of responsibility are a strong confidence-building initiative, which provide not only a highly visible and reassuring police presence to deter crime and criminal activities, but also signal a demilitarized approach to civilian safety security and access to justice, leaving the military component to focus on military threats and targets.

The sensitization of communities on how to take preventive action to prevent and report criminal activities increases confidence and enables police to deal more effectively with the needs of the most vulnerable. The community is expected to play a vital role in dealing with such issues by working in close collaboration with the Police.

The adoption of a strategic management approach provides the opportunity for ensuring that community policing is adopted as a primary approach to policing in Sudan and formulating future community policing strategies and operational initiatives. Given the national context and the challenges already outlined, coupled with the enormity of community policing as a fundamental change in the style of policing, piloting is recommended as a manageable way to start addressing some of these challenges.

Piloting community policing, as advocated at a local level, enables the testing of solutions to safety and security problems in a controlled environment. This in turn enables the identification of good practice that can inform implementation of community policing at other pilot sites, as well as into the national strategic framework. It also encourages local ownership of the process. If there is no 'buy-in' and leadership at the national level, then there is unlikely to be much support for the process at the local level, and its impact will be limited. In addition, given the capacity gap between the commissioned officers and NCOs, training and skills immersion form two major components of this project, with the intention to create competencies and empower lower ranking police personnel.

The <u>overall objective</u> of this project is:

To achieve safer communities through increased capacity and community participation in community policing and support to the police in North Sudan.

<u>Specific objectives</u> include:

- Promoting the thinking that the police is service provider for society and communities,
- Building the capacity for community policing as a means of promoting safety, security and access to justice and lessening the gap between the citizens and the rule of law institutions, with a specific focus on female Officers and NCOs;
- Integration of the police community safety structures into community led processes

Output I: Organisational and Capacity Development

The first output of the implementation process includes setting up the necessary structures ensuring the involvement of the all of the relevant key stakeholders and to ensure that sustainable structures and processes are adopted by the Government of Sudan for undertaking community policing.

The three newly created structures are identified as a National Community Policing Board, which shall serve as the Steering Committee to the project; Advisory Committees and State-County level and locality Community safety groups. The Steering Committee will serve as a strategic oversight body of community policing at the state level while the Advisory Committees will play the same role at the pilot sites. These structures will work in conjunction with the existing security committee at the state level. It is expected that the interrelationship between the newly created structures and the security committee will re-engineer engagement between the police and the public in a participative and collaborative manner, leading to improved community safety.

A necessary process is to organise a stakeholder consultations aimed at legitimizing and validating the approach, securing political good will by stakeholders and relevant government authorities to facilitate implementation.

Output II: Pilot site capacity development - training and awareness-raising

This output focuses on evaluating the existing skills and the skills needed to perform the activities. It should be noted that capacity building includes a range of activities and materials that embrace training and development, e.g. training courses, awareness-raising activities, seminars, skills immersion, as well as literature (handbooks and handouts amongst others). The capacity building needs of a number of categories of stakeholders should be addressed through a training needs assessment and feed into the development of an overall training strategy on community policing. The working groups referred to in output I play a key role in developing local level training materials, organising training and overseeing the implementation of the training strategy at each pilot site.

Output III: Development of strategic community safety plans and information centres

The term 'strategic community safety plan' refers to 'a community-based activity designed to place the needs and priorities of affected communities at the centre of planning, implementation and monitoring of safety and security activities. The community safety plan is a participatory tool designed to:

1. Assist programme staff in the difficult task of gathering detailed and accurate information about ensuring the development of a community profile and addressing safety and security issues at community level
2. Source local expertise that could be used to improve the analysis of information and
3. Involve communities themselves in decisions about security and safety measures

4. Enhance joint planning between various actors and police institutions.

Community safety information centres are designed as a focal point, which are readily accessible to the public and victims of crime, to enable them to access information, report crime incidents and receive immediate attention. These centres are aimed at bringing the police closer to the public and reducing the costs of establishing new police stations and checkpoints.

Output IV: Documentation of lessons learnt and project evaluation

This output focuses on the processes of monitoring and evaluation, with the aim that the community safety plans and other initiatives are continuously monitored and reviewed, which leads to the ability to properly evaluate progress and results. Regular briefing and de-briefing meetings to monitor progress and identify possible problems and 'slippage' in implementation will be part of the process. This output will ensure the documentation of lessons learned to inform a wider rollout of the project.

Output V: Extension of community policing across all States in North Sudan

Based on lessons learned from the pilot phase – the community policing concept will be rolled out to other areas in North Sudan.

United Nations Development Programme

V. ANNUAL WORKPLAN 2009

Intended Outcome as stated in the Country Programme Results and Resource Framework:
Rights of citizens upheld and protected through accountable, accessible and equitable Rule of Law institutions

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Indicator: Percentage of citizens who know how to access justice systems and/or respond that they have confidence in the rule of law institutions to provide effective and quality services disaggregated by gender and age.
Baseline: Low level of knowledge among citizens on access to justice systems and confidence in rule of law institutions (less than 30% on average)
Target: Over 50% of citizens know how to access justice systems; At least 60% of surveyed individuals expressing confidence in the rule of law institutions

Partnership Strategy: The Outputs and activities will be delivered by and in consultation with a wide range of Stakeholders, including UN Agencies, local administrators, NGOs and CBOs for better coordination

Project title and ID (ATLAS Award ID): Community Policing Project (00056843)

EXPECTED OUTPUTS *including baseline, indicators including annual targets*	PLANNED ACTIVITIES	TIMEFRAME		Responsible Parties	PLANNED BUDGET		
		Q1	Q2		Funding Source	Budget Description	Total USD
Output 1. Project Management & Operational Costs Baseline: 1 Senior Programme Specialist – Policing Target: Project team in place by beginning 3rd quarter	Sustain UNDP's capacity to manage and deliver the project	X	X	UNDP	SP	International Project Manager (ALD-3)	69.000
						National Project Officer (NOA)	105.000
						Engineer (NOA)	15.000
						Administrative and Finance Officer (G6)	6.000
						Driver	3.300
						R&R	5.400
						Travel	20.000
						Laptop Computer	22.500

						Desktop Computer	1.500
						VHF Radio	1.800
						Thuraya Phone	4.500
						Thuraya Communications	4.050
						Mobile Phone	1.000
						Mobile Phone Communication	4.500
						Photocopier	5.000
						Stationary	8.500
						4x4 Pick-Up Vehicle	45.000
						Maintenance, fuelling, insurance	5.000
						Contribution to Cost-sharing of UNDP @ 6 Field Offices	72.000
	Sub-total Output 1						*399.050*
Output 2: Community policing structures at state level established **Indicator 1**: No. of Rule of Law institutions helped to provide quality community policing services to population. **Baseline:** Community policing pilots in 3 locations **Target:** Community policing pilots established in 3 additional locations **Indicator 2:** Fully functional State Community Police Steering Committees in 7 States	Organize follow–up consultation workshops in 7 states and in Khartoum	X	X	UNMIS UNDP UNAMID	SP	Workshops	16.000
	Develop Terms of Reference and work schedule for Project Executive Board/NCPB		X			-	0
	Establish and support the PEB/NCPB	X				Workshops Travel	6.000
	Develop Terms of Reference and work schedule for State Advisory Committees		X			-	0

Baseline: Limited consultation and buy in by all stakeholders **Targets:** • Consensus on setting up the Project Management Team • Set up the Project Team, Project Steering Committee and State Steering Committees	Establish and support 7 State Advisory Committees		X			Equipment Workshops	14.000
	Consultation workshop for all Stakeholders: UNDP GoS Police UNMIS, UNAMID, NGOs and CBOs	X	X			Workshops Travel	13.000
	Sub-total Output 2						***49.000***
Output 3: Capacity Development, Training & Awareness Raising **Baseline:** **TBD** **Indicators:** # of officers trained; # of community based seminars held **Output Targets:** 200 Officers of all ranks trained; 7 seminars held in IDP camps	Develop Terms of Reference and commission study to review existing curriculum at Police College	X		GOS UNMIS UNAMID	SP	-	0
	Review legal and constitutional framework on policing	X		UNMIS UNAMID UNDP		-	0
	Support the GoS Training Directorate in designing training modules on strategic management and community policing for commissioned and non-commissioned	X				-	0
	Develop training manual and local level modules on community policing for police officers and communities	X	X			International/National Consultants	55.000

	Translate and publish training materials		X	UNDP		Printing and Publications		25.000
	Set up a working group to oversee implementation of training strategy			UNMIS UNAMID UNDP		-		0
	Conduct Training of Trainers (ToTs), including cascade training, on community policing for non-commissioned officers Activity Result Training of GoS Police/Popular Police using current facilities at the Police		X			International/National Consultants Workshops		84.000
	Train Sudanese Police Executives on strategic management and community-		X			Workshops		30.000
	Train key local stakeholders on community policing, rule of law, good governance and human rights	X	X			Workshops		15.000
	Organize awareness-raising campaigns on community-based policing in targeted		X			Workshops Printing and Publications		15.000
	Sub-total Output 3							**224.000**

Output 4: Establishment of Local Safety Working Groups & Development of Community Safety Plans **Baseline:** Community Safety Groups in 3 states; and 8 communities **Indicators and targets:** Community Safety Groups established in 3 states; and 7 communities	Establish Local Safety Working Groups		X	UNMIS, UNAMID, UNDP	SP	Equipment Workshops Travel	21.000
	Develop community safety profiles		X			Consultants	7.000
	Develop community safety plans		X			Consultants Printing and Publications	21.000
	Sub-total Output 4						*49.000*
Output 5: Functional Community Safety Centres and Equipment of Community Policing Officers **Baseline:** 3 CSIC constructed & equipped **Indicator and target:** 4 additional CSIC constructed & equipped	Design floor plan for CSIC		X	UNMIS, UNAMID, UNDP, GOS	SP	-	0
	Organize procurement process for the construction of	X	X			-	0
	Construct and equip 4 CSIC in selected communities jointly identified by the police and the communities		X			Contractual services Equipment and furniture Supplies	180.000
	Ensure running of 7 CSIC for 6 months	X	X			Facilities and Administrations	12.000
	Provide community policing officers with uniforms and equipments	X	X			Material and Goods	84.000

	Provide communication Equipment (VHF Radio)	X	X			Information Technology Equipment	16.800
	Procure bicycles for community policing officers		X			Material and Goods	21.000
	Sub-total Output 5						**313.800**
Output 6: Project Monitoring, Evaluation and Documentation of Lessons Learned **Indicator:** Availability of crime statistics on crime in selected communities; for selected crimes **Baseline:** Nil statistics available **Indicator and target:** Availability of basic crime statistics for 7 CSIC locations	Conduct baseline survey of perceptions of the police in selected areas	X		UNDP	SP	Consultants Travel	21.000
	Conduct crime trends analysis in selected areas	X				Consultants Travel	14.000
	Ensure regular monitoring and review of community policing initiatives including community safety plans	X	X			Travel	3.500
	Sub-total Output 6						**38.500**
	Sub-total Outputs1-6						**1.073.350**
	Security compliance (1%)						10.734
	Bank charges (0.6%)						6.440
	General Management Services (7%)						75.135
	GRAND TOTAL						**1.165.658**

V. MANAGEMENT ARRANGEMENTS

The Project Manager will have the authority to run the project on a day-to-day basis on behalf of the Project Executive Board/Community Policing Steering Committee. The Project Manager will be responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility will be to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Project Manager will be appointed by UNDP.

This project will take place in seven (7) targeted States namely Khartoum, South Darfur, North Darfur, West Darfur, Kassala, Blue Nile and South Kordofan. The Project Management Team (PMT) will be required to work closely with the UNDP Rule of Law teams already in place in the targeted States. The PMT will be responsible for the overall implementation of the project and will be comprised of one (1) Project Manager, seven (7) National Project Officers, one (1) Engineer, one (1) Administrative and Finance Officer and one (1) driver. The PMT will also be assisted by the Senior Programme Advisor, Community Policing.

At the national level, a Project Executive Board/National Community Policing Board (PEB/NCPB) will be established and will be comprised of representatives from the GoS Ministry of Interior, Judiciary, civil administration, local authorities, community-based organizations, IDPs and funding partners. The PEB will be responsible for making on a consensus basis management decisions for the project when guidance is required by the Project Manager, including recommendations for project revisions, if need be. The PEB will also be consulted by the Project Manager for decisions if project management tolerances have been exceeded.

In each targeted state, a State/ County Advisory Committee (S/CAC) will be established. Each S/CAC will provide strategic guidance on policy issues and will review project implementation at state level including monitoring of project work plan at state-county level; extent and effectiveness of stakeholder involvement at the local level and among different sectors of government and the community that have an interest in the project; quality of outputs produced; and, sustainability of the project out-comes.

At Village level, Community policing will be implemented through the establishment of Community Aid Posts (CAP), working under the guidance of the Sate/County Advisory Committee. Established at village or in IDP Camps depending on the population, they serve as the hub of all community policing activities in the concerned Police Station jurisdiction. The Community Safety Committees shall be constituted by election/ nomination of members of the local community residing in the jurisdiction of the concerned Police Station/ IDP Camp. It will be Co chaired by the Police Station Commander and the elected/nominated representative of the community. *Draft Terms of Reference (TORs) for the PEB/NCPB, SAC CAPs are in Annex 1will be ratified at the inaugural meetings.*

A UNDP Programme Officer will be responsible to carry out objective and independent project oversight and monitoring functions. This role will ensure that appropriate project management milestones are managed and completed. The programme officer who maintains a portfolio of projects will work only 30 percent of his/her time on this project. The above project management structure can be illustrated below:
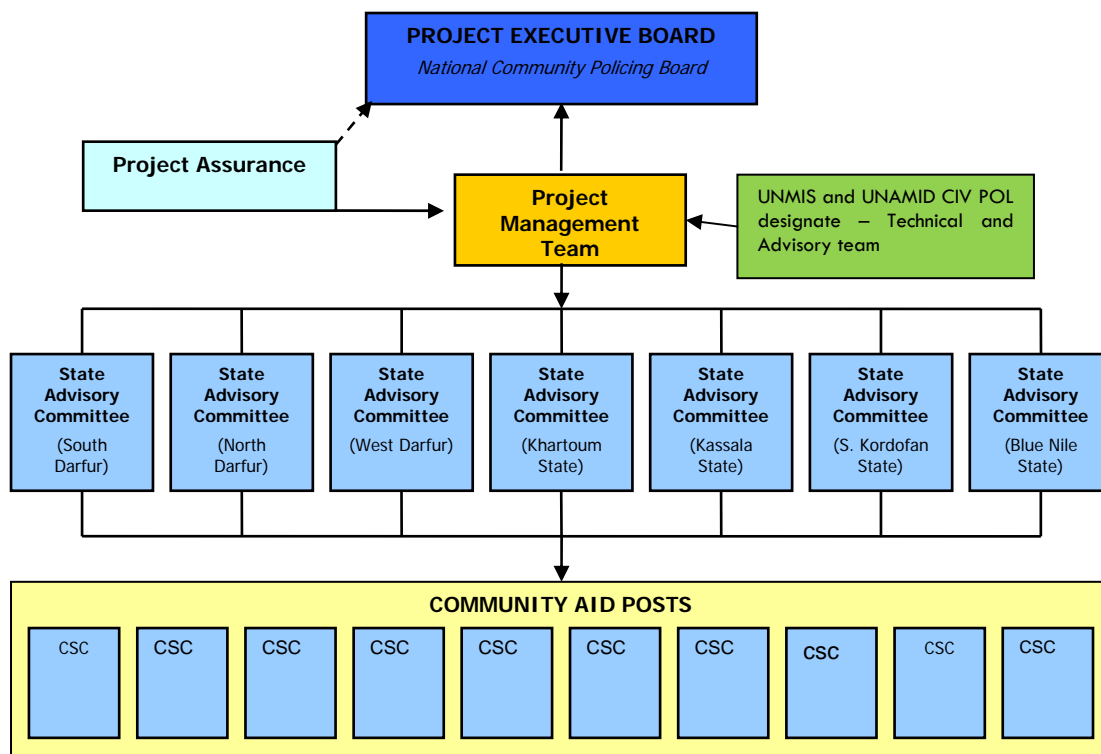
VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

➢ On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.

➢ An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

➢ Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

➢ Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

➢ a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project

➢ a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

➢ **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as

well as a summary of results achieved against pre-defined annual targets at the output level.

➢ **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

An end of project evaluation will take place in the last quarter of project implementation; and will review progress, evaluate the achievement of expected Project outputs, verify assumptions and identify lessons learned in order to make recommendations for project replication.

A final report will be assembled on the basis of the Final Review Report template currently adopted by UNDP globally. Delivered within 3 months of the project closure, the final report will focus on the extent to which progress has been made towards production of deliverables required to generate output and identification of Project issues and their solutions. It will also document lessons learned.

Quality Management for Project Activity Results

OUTPUT 1: Project Management and Operational Costs		
Activity Result 1 (Atlas Activity ID)	**Project Management**	Start Date: 15 February 2009 End Date: 31 December 2009
Purpose	To manage and deliver the project activities.	
Description	- To recruit project team. - To purchase office equipment.	
Quality Criteria	**Quality Method**	**Date of Assessment**
ToRs prepared and # of staff recruited Project team in place beginning of the 2nd quarter.	- Penal review report. - HR guidelines.	
Offices equipment/ procurement established	Procurement guidelines.	
OUTPUT 2: A Strategic Organizational Development set-up		
Activity Result 1 (Atlas Activity ID)	**Follow-up consultation workshops in 7 states and in Khartoum organized.**	Start Date: 15 February 2009 End Date: 31 December 2009
Purpose	To organise follow-up consultation workshops in Improve community safety	
Description	- To identify workshops plans - To set-up structure for Steering Committee (National Community Policing Board), Advisory Committees, State-County and Local Community safety groups. - Re-establish participation and collaboration between the police and the public.	
Quality Criteria	**Quality Method**	**Date of Assessment**
# of Rule of Law institutions helped to provide quality community policing services to population.	Community safety improved in the selected areas.	
Consultation workshops conducted	Workshop Reports	
Activity Result 2 (Atlas Activity ID)	**Terms of Reference and work schedule for Project Executive Board/National Community Policing Board developed.**	Start Date: 15 February 2009 End Date: 31 Dec 2009

Purpose	To develop Terms of Reference and work schedule for Projcet Executive Board/National Community Policing Board.		
Description	- Hold discussion with all relevant stakeholders. - Define a joint work schedule for the project.		

Quality Criteria	Quality Method	Date of Assessment
ToRs prepared	HR guidelines	
Work schedule developed.	Consesnus reached on setting-up of project management team	

Activity Result 3 (Atlas Activity ID)	The Project Executive Board/ National Community Policing Board established and supported.	Start Date: 15 February 2009 End Date: 31 Dec 2009
Purpose	Establish and support Project Executive Board/National Community Policing Board.	
Description	Set up the project team, project steering committee and state steering committees	

Quality Criteria	Quality Method	Date of Assessment
Project team, project steering committee and State Steering Committees set up.	Consensus reached on the set up of the project management team.	

Activity Result 4 (Atlas Activity ID)	Terms of Reference and work schedule for State Advisory Committees developed.	Start Date: End Date:
Purpose	To develop Terms of Reference and work schedule for State Advisory Committees.	
Description	- Hold discussion with all relevant parties. - Identify Terms of Reference and develop work schedule	

Quality Criteria	Quality Method	Date of Assessment
ToRs prepared.	HR guidelines.	
Work schedule developed.	The State Advisory Committees setup	

Activity Result 5 (Atlas Activity ID)	7 State Advisory Committees established and supported.	Start Date: End Date:
Purpose	Establish and support 7 State Advisory Committees.	
Description	- To organize stakeholder consultations on how to establish State Advisory Committees. -	

Quality Criteria	Quality Method	Date of Assessment
7 State Advisory Committees established.	Assessment report	
	Feedback from the population.	

Activity Result 6 (Atlas Activity ID)	Consultation workshops for all stakeholders: UNDP, GoS Police, UNMIS, UNMID, NGOs and CBOs held.	Start Date: February 2009 End Date: 31 December 2009
Purpose	Hold consultations workshop for all stakeholders: UNDP, GoS Police, UNMIS, UNMID, NGOs and CBOs	
Description	Conduct workshops for all stakeholders: UNDP, GoS Police, UNMIS, UNMID, NGOs and BOs	

Quality Criteria	Quality Method	Date of Assessment
Workshop conducted.	Workshop report	

OUTPUT 3: Capacity Development, Training and Awareness Raising

Activity Result 1 (Atlas Activity ID)	Terms of Reference and commission study to review existing curriculum at Police College developed.		Start Date: End Date:
Purpose	To develop Terms of Reference and commission study to review existing curriculum at Police College.		
Description	- To valuate the existing skills needed to perform the activities. - To develop terms of reference - Commission study to review the existing curriculum at Police College		
Quality Criteria	Quality Method		Date of Assessment
ToRs prepared & # expert recuited	HR guidelines		
Study commissioned	Study report		
Activity Result 2 (Atlas Activity ID)	Legal and constitutional framework on policing reviewed.		Start Date: February 2009 End Date: 31 December 2009
Purpose	To review the legal and constitutional framework on policing.		
Description	- To conduct study to review the legal and constitutional framework. - Recruit experts to review the existing legal framework.		
Quality Criteria	Quality Method		Date of Assessment
ToR prepared & recuirt expert	HR guidelines		
Legal framework reviewd	Assessment report		
Activity Result 3 (Atlas Activity ID)	The GoS Training Directorate in designing training modules on strategic management and community policing for commissioned and non-commissioned officers supported.		Start Date: February 2009 End Date: 31 December 2009
Purpose	To support the GoS Training Directorate to design training modules		
Description	- To develop an overall training strategy on community policing and strategic management - To recruit expert		
Quality Criteria	Quality Method		Date of Assessment
ToR prepared and # expert recruited	HR guidelines		
Training modules designed.	Training modules produced.		
Activity Result 4 (Atlas Activity ID)	Training manual and local level modules on community policing for police officers and communities developed.		Start Date: February 2009 End Date: 31 December 2009
Purpose	To develop training manual and local modules on community policing.		
Description	- To develop local level training materials. - To carry out a training needs assessment of a number of stakeholders. - Recurit experts		
Quality Criteria	Quality Method		Date of Assessment
ToR prepared and # expert recruited	HR guidelines		
Date colleted and manuals developed	Assessment Report and training manuals		
Activity Result 5 (Atlas Activity ID)	Training materials translated and published		Start Date: End Date:
Purpose	To translate and publish the training manuals.		
Description	- To hire translator		

Quality Criteria	Quality Method	Date of Assessment
ToR prepared and 3 translator hired.	Training manuals	

Activity Result 6 (Atlas Activity ID)	**A working group to oversee implementation of training strategy set-up**	Start Date: End Date:
Purpose	To set up a working group to oversee the implementation of the training strategy	
Description	- Hold discussion with all relevant parties - Identify the functions of the working group - Recruit expert to carry out information analysis.	

Quality Criteria	Quality Method	Date of Assessment
ToR prepared and # expert recruited	HR guidelines	
Information analysis carried out	Assessment Report	

Activity Result 7 (Atlas Activity ID)	**Training of trainers (ToT), including cascade training, on community policing for non-commissioned officers conducted.**	Start Date: End Date:
Purpose	- To conduct ToT on community policing for non-commissioned	
Description	- To define target groups. - Develop training curricula. - To conduct training.	

Quality Criteria	Quality Method	Date of Assessment
Training Curricula developed	HR guidelines, TA Report	
Training conducted	Workshop Reports	

Activity Result 8 (Atlas Activity ID)	**The GoS Police/Popular Police using current facilities at the Police College trained.**	Start Date: End Date:
Purpose	To train the GoS Police/Popular Police.	
Description	- To conduct training at the Police College - To develop training curricula - To define target groups.	

Quality Criteria	Quality Method	Date of Assessment
200 officers of all ranks trained	Workshops Reports	
Training conducted	Workshops Reports.	

Activity Result 9 (Atlas Activity ID)	**Sudanese Police Executives on strategic management and community-based policing trained.**	
Purpose	To train the Sudanese Police executives	
Description	- To conduct training on strategic mangement and community-based policing - To develop training curricula - To define target groups.	

Quality Criteria	Quality Method	Date of Assessment
# of officers trained.	Workshops Reports	
Workshops conducted	Workshops Reports.	

Activity Result 10 (Atlas Activity ID)	**Key local stakeholders on community policing, rule of law, good governance and human rights trained.**	Start Date: End Date:

Purpose	To train key stakeholders on community policing, rule of law, good governance and human rights.	
Description	- To conduct training on community policing, rule of law, good goverance and human rights - To develop training curricula - To define target groups.	
Quality Criteria	**Quality Method**	**Date of Assessment**
# local stakeholders trained on community policing	Workshops Reports	
Workshop conducted	Workshops Reports.	
Activity Result 11 **(Atlas Activity ID)**	**Awareness-raising campaigns on community-based policing in targeted states organized.**	Start Date: End Date:
Purpose	To organize awareness-raising campaigns on community-based policing	
Description	- To conduct training on community-policing - To develop training curricula - To define target groups.	
Quality Criteria	**Quality Method**	**Date of Assessment**
# of community based seminars held	Workshops Reports	
Workshop conducted	Workshop Reports	
Activity Result 12 **(Atlas Activity ID)**	**Study tours organized**	Start Date: End Date:
Purpose	To organize study tours	
Description	- To define the target groups - To develop Study Tours schedule	
Quality Criteria	**Quality Method**	**Date of Assessment**
# of study tours conducted	Procurement guidelines	
# of officers participated in # study tours	Study Tours Reports	
OUTPUT 4: Establishment of local safety working groups and development of community safety plans		
Activity Result 1 **(Atlas Activity ID)**	**Local safety working groups established**	Start Date: End Date:
Purpose	To establish local safety working groups.	
Description	- Hold discussions with all relevant parties - To define the local working group and its scope/role/work plan. - To develop Terms of Reference - Hold workshops with potential partners	
Quality Criteria	**Quality Method**	**Date of Assessment**
Community safety groups established in 7 states and 14 communities.	Workshop Reports	
Terms of Reference developed	HR guidelines	
Activity Result 2 **(Atlas Activity ID)**	**Community safety profiles developed**	Start Date: End Date:
Purpose	To develop community safety profiles.	

Description	- Hold discussions/workshops with the relevant parties to develop profiles - Identify the community safety profiles - To develop Terms of Reference to define the community saftey profiles	
Quality Criteria	**Quality Method**	**Date of Assessment**
# of community safety profile developed	Workshops Reports	
Terms of References developed	HR guidelines	
Activity Result 3 **(Atlas Activity ID)**	**Community safety plans and translations developed**	Start Date: End Date:
Purpose	To develop community safety plans and translation	
Description	- Hold discussion with the relevant parties to define community saftey plans - Recruit a translator	
Quality Criteria	**Quality Method**	**Date of Assessment**
ToR prepared and # translator recruited	HR guidelines	
Plans developed and translated	Procurement; translated plans	
OUTPUT 5: Functional Community Safety Centers and Equipment of Community Policing Officers		
Activity Result 1 **(Atlas Activity ID)**	**Floor plan for CSIC designed**	Start Date: End Date:
Purpose	To design floor plan for CSIC	
Description	- To hold discussion with relevant parties to design a floor plan for CSIC - To recuirt expert	
Quality Criteria	**Quality Method**	**Date of Assessment**
CSIC floor plan designed	Procurement guidelines	
ToR prepared and # expert recuirted	HR guidelines	
Activity Result 2 **(Atlas Activity ID)**	**Procurement process for the construction of 14 CSICs organized.**	Start Date: End Date:
Purpose	Oganize procurement process to construct 14 CSIC	
Description	- To initiate procurment process	
Quality Criteria	**Quality Method**	**Date of Assessment**
Procurement process organised	Procurement guidelines	
ToR prepared and 3 expert recruited	HR guidelines	
Activity Result 3 **(Atlas Activity ID)**	**14 CSIC in selected communities jointly identified by the police and the communities constructed and equipped.**	Start Date: End Date:
Purpose	- To construct and equip 14 CSIC selected communities.	
Description	- To recuirt expert to construct 14 CSIC - Hold discussion with the relevant parties to identify the the sites of the construction	
Quality Criteria	**Quality Method**	**Date of Assessment**
11 CSIC constructed and equipped	Procurement guidelines	
ToR prepared and experts recuirted	HR guidelines	
Activity Result 4	**Running for CSIC for 18 months ensured**	Start Date:

(Atlas Activity ID)		End Date:
Purpose	To ensure the running for CSIC for 18 months	
Description	- To monitor the running of the CSIC - To recruit monitor	

Quality Criteria	Quality Method	Date of Assessment
The running of the CSIC ensured	Monitoring Report	
ToR prepared and expert recruited	HR guidelines	

Activity Result 5 (Atlas Activity ID)	Community policing officers with uniforms provided.	Start Date: End Date:
Purpose	To provide policing officers with uniform	
Description	To procure policing uniform	

Quality Criteria	Quality Method	Date of Assessment
Policing uniform procured	Procurement guidelines	

Activity Result 6 (Atlas Activity ID)	Communication equipment (VHF Radio)	Start Date: End Date:
Purpose	To provide communication equipment	
Description	To define, procure and install communication equipment	

Quality Criteria	Quality Method	Date of Assessment
Equipment procured	Procurement guidelines	

Activity Result 7 (Atlas Activity ID)	Bicycles for community procured	Start Date: February 2009 End Date: 31 Dec 2009
Purpose	To povide bicycles for community	
Description	- To define and procure bicycles for community - To identify the target groups	

Quality Criteria	Quality Method	Date of Assessment
Bicycles procured	Procurement guidelines	

OUTPUT 6: Project Monitoring, Evaluation and Documentation of Lessons Learned		

Activity Result 1 (Atlas Activity ID)	Baseline survey of perceptions of the police in selected areas conducted.	Start Date: February 2009 End Date: 31 December 2009
Purpose	To conduct survey of perception of the police in selected areas.	
Description	- Design survey - Conduct survey and discussions with the relevant parties.	

Quality Criteria	Quality Method	Date of Assessment
Survey designed	Survey ToR	
Survey conducted and outcomes analyzed.	Survey Report	

Activity Result 2 (Atlas Activity ID)	Crime trends analysis in selected areas conduced	Start Date: 1 April 2009 End Date: 1 June 2009
Purpose	To conduct crime trends analysis in selected areas	
Description	- To conduct analysis study - Analysis outcomes of the study - Recruit expert - to identiy areas of the study	

Quality Criteria	Quality Method	Date of Assessment
ToR prepared & & # expert recuirted	HR guidelines	
Analysis of the crime trends carried out in selected	Analysis Report	

Activity Result 3 (Atlas Activity ID)	Regular monitoring and review of community initiatives including community safety plans ensured.	Start Date: 1 April 2009 End Date: 1 June 2009
Purpose	To ensure regular monitoring and review of community iniatives	
Description	- To conduct monitoring of the community initiatives - revise the community initatives as necessary	

Quality Criteria	Quality Method	Date of Assessment
ToR prepared	HR guidelines	
Monitoring and revision conducted	Assessment Report	

Activity Result 4 (Atlas Activity ID)	Commission and external consultancy mission to assess performance of the project, to document experiences and lessons.	Start Date: End Date:
Purpose	To evaluate and review project and impact	
Description	- Identify and hire consultant - Conduct evaluation	

Quality Criteria	Quality Method	Date of Assessment
ToR prepared	HR guidelines	
Evaluation conducted and actions recommended	Evaluation Report	

Activity Result 5 (Atlas Activity ID)	Attend workshops at national and international level to share experiences and lessons learned.	Start Date: End Date:
Purpose	To attend workshop	
Description	- To draft workshop plans - To develop technical assistance with partners - To document lessons learned - To identify target groups	

Quality Criteria	Quality Method	Date of Assessment
ToR developed	HR and Procurement guidelines	
Best practices and recommendations identified	Final Report	

VII. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA) and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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ANNEX I - Risk Analysis:

Risk	Level	Mitigation	Responsibility	Residual Risk
1. Governance • Limited commitment to the introduction of community policing model • Mismatch between what is proposed vis-a-vis GoS policies in some parts of Northern Sudan • Community policing is seen from a narrow perspective and not part of a comprehensive police reform agenda • No single policing framework or structure to enable effective allocation of resources or coherence in implementation • Lack of willingness to establish an ethos of community policing in which respect for human rights and democracy are foremost • Weak community engagement in community-based policing • Existence of a legal framework that slows down implementation of the project • Lack of coordination and duplication amongst international actors in addressing police reform	H	Policy Level: Feedback to high level policy makers for dialogue with the GoS Operational Level • Create the necessary lines of communication with GoS Police and Ministry of Interior • Fast Track Training of Trainers for rapid ownership of the pilot project by the Senior Management of GoS Police • Constant dialogue and update between the Project Team and GoS	Project Board Technical Committee Project Team	L
2. Escalating tensions and conflict: • Outbreak of widespread violent conflict in targeted States would make it impossible to establish and develop the process of community-based policing • Insecurity and instability in targeted States where possible incidents of public disorder and conflict could challenge police capacity to provide safety and security • Excessive and inappropriate use of police force	H	Policy Level: Feedback to GoS Police/Popular Police and UNDSS Operational Level • Create the necessary lines of communication with GoS Police and Ministry of Interior • Fast Track Training of Trainers for rapid ownership of the		M

resulting in human rights abuses which could reinforce communities mistrust of the police • Inappropriate methods and practices applied by the police could damage UNDP's reputation due to its association with this project • Inability to effectively access selected areas due to escalation of conflict, which could therefore delay and/or prevent effective implementation of project • Ethnic differences leading to divisions and tensions, making it harder to develop trust and confidence within and between communities and police		pilot project by the Senior Management of GoS Police • Constant dialogue and update between the Project Team and GoS • Report early signs of insecurity in specific areas. • Focus on programming activities in less volatile areas where feasible	Project Board Technical Committee Project Team

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Annex II – Terms of References

National Community Policing Board (NCPB)

Chaired by the Director Popular Police, the Board will lay down policy and framework for introduction and implementation of community policing in North Sudan.

Composition and functions of the Board are as suggested below:

1. Director Popular Police   Chairperson
2. Community Policing Coordinator   Deputy Chairperson
3. Deputy Director- Community Policing SNP   Member
4. Director- Crime/Operations   Member
5. Director Administration   Member
6. Director-Drugs/Narcotic Bureau   Member
7. Rep. from Law Ministry/rep Attorney General   Member
8. Director- Women/children/Social Affairs   Member
9. Director- DDR   Member
10. State Police Commissioners Nominee   Members
    from two states on yearly rotational basis
11. Senior Police Adviser UNDP   Member
12 & 13. Community Representative (2)   Member
14. UNPOL Deputy Police Commissioner North   Member
15. Project Manager   Ex-Officio

Suggested functions of National Community Policing Board are as under-

1. Propose policies on implementation and promotion of Community Policing in with the overall aim of establishing lasting peace and security for the common citizens, especially vulnerable groups throughout North Sudan.

2. Develop broad frame work for introduction and implementation of Community Policing in North Sudan aiming to establish mutual respect, trust and partnership between the Police and the community to work towards establishment of a crime free Society.

3. Coordinate inputs and needs from various security and social agencies/ departments of North Sudan and identify issues which need to be integrated with the community policing programme.

4. Work in close coordination with DDR, Electoral Affairs and security sector stakeholders and identify areas of common interest and suggest measure which can be taken under the community policing programme to further areas of common interest.

5. Coordinate efforts with various Ministries and other national and international agencies to provide infrastructure, finance, logistics and technical support to support community policing programs in North Sudan.

State/County Community Advisory Committee (S/CAC)

The State/ County Board shall be constituted by the State/ County counterparts of the functionaries at the national level.

Suggested composition of the SCPB is proposed as under:

1. Commissioner of Police   Chairperson
2. Community Policing Coordinator   Deputy Chairperson
3. Rep. from Law Ministry/Attorney General   Member
4. Director State- Crime   Member
5. Director State- Traffic   Member
6. Director State-Drugs/Narcotic Bureau   Member
7. Director- Women/Social Affairs   Member
8. Director- Ministry of Education   Member
9. Director- Ministry of Health   Member
10. Director DDR
11. Community Representative (2)   Members
12. Representative UNDP   Member
13. UNPOL/ UNAMID Sector Commander   Member
14. Police Commissioner from two Counties   Members
          On rotational basis

The proposed functions of State/County Community Policing Board are as under-

1. Carry out all functions of the NCPB at the State/ County level with specific reference to the State/County
2. Implement policies and programmes laid down by the NCPB.

Community Safety Committees Terms of Reference:

The following activities are recommended to be undertaken through Community Safety Committees in North Sudan. These activities are listed after an assessment and overview of the prevailing security environment, available infrastructure donor support; activities being undertaken by the Popular Police. The Safety Committees can adopt, modify, and add more Programmes and activities based on their specific needs to address local issues related to safety and security of the community. These may include, but are not limited to:

- Engagement of community leadership through dialogue to promote conflict resolution and management mechanisms by strengthening traditional systems of dispensation of justice by tribal chiefs especially those involving domestic violence, gender and moral issues, tribal issues, family disputes and petty criminal offences.
- Identification of civil and criminal offences to be dealt by Traditional methods of dispute resolution and those to be reported to the Police.
- Creating awareness about rights and responsibilities of citizens and police
- Sensitization of the public and Police about gender issues, HIV AIDS, drugs and substance abuse, alcohol abuse, human rights.
- Meaningful engagement of demobilized & incapacitated combatants in community welfare activities.
- Mass awareness of disarmament process being undertaken by DDR and Bureau of CSAC.
- Support and rehabilitation, protection of street children
- Empowerment of the community, especially youth, to generate awareness about prevention of crime and working in partnership with the Police to work towards a crime free society.
- Promote setting up of neighbourhood watch, business watch, cattle watch depending on the local needs by motivating the community to work closely with the Police to improve the safety and security of the area.

- Empower women and vulnerable sections through mass contact programmes in schools, colleges and community.
- Promote mass awareness campaigns for education in the community and police.
- Maximum involvement of community and Police in environment preservation and protection, cleanliness drives and safety campaigns.
- Devise programs and projects for rehabilitation of disabled, war veterans and vulnerable sections.
- Promote good Governance and Strengthening Access to Justice and Promoting Rule of Law raising awareness individual rights and responsibilities.
- Work in close coordination with other likeminded organisations and NGOs involved in Justice Sector Reforms and promotion of ROL.

Station Community Relations Liaison Officers

Police Officers will be appointed in each Police station to serve as Community Relations Liaison Officers. At least half of the sanctioned strength of liaison officers will be women.

The Community Relations Liaison Officers at station level will:

- Ensure the coordination and implementation of the Community Safety Committee programs

- Act as the bridge between the Community and the Police in their areas

- Organize and attend Community Safety Committee meetings

- Carry out public awareness campaigns

- Maintain a close liaison with community representatives and counterparts from neighbouring Community Safety Committees and Community Aid Posts

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Annex III: Results and Resources Framework 2009-2010

EXPECTED OUTPUTS _including baseline, indicators including annual targets_	PLANNED ACTIVITIES	TIMEFRAME						Responsible Parties	Donor	PLANNED BUDGET			
		Q1	Q2	Q3	Q4	Q5	Q6			Unit	Cost USD	Mths	Total USD
Output 1. Project Management & Operational Costs	International Project Manager (ALD-3)	X	X					UNDP	SP	1	11,500	18	207,000
Baseline: 1 Senior Programme Specialist – Policing	National Project Officer (NOA)	X								7	2,500	18	315,000
	Engineer (NOA)	X								1	2,500	18	45,000
Target: Project team in place by beginning 2nd quarter	Administrative and Finance Officer (G6)	X								1	1,000	18	18,000
	Driver	X								1	550	18	9,900
	R&R	X	X	X	X	X	X			6	1,800	-	10,800
	Travel									sum	-	18	60,000
	Laptop Computer	X								9	2,500	-	22,500
	Desktop Computer	X								1	1,500	-	1,500
	VHF Radio	X								9	200	-	1,800
	Thuraya Phone	X								9	500	-	4,500
	Thuraya Communications	X								9	75	18	12,150
	Mobile Phone	X								10	100	-	1,000
	Mobile Phone Communication	X								10	75	18	13,500
	Photocopier	X								1	5,000	-	5,000
	Stationary	X		X		X				sum	25,000	-	25,000
	4x4 Pick-Up Vehicle	X	X							1	45,000	-	45,000

											Unit	Unit cost	Qty	Total
	Maintenance, fuelling, insurance	X	X	X	X	X	X			sum	15,000		15,000	
	Contribution to Cost-sharing of UNDP @ 6 Field Offices	X	X	X	X	X	X			6	2,000	18	216,000	

		Sub-total Output 1:			1,028,650

											Unit	Unit cost	Qty	Total
Output 2: Strategic Organizational Development **Indicator 1**: No. of Rule of Law institutions helped to provide quality community policing services to population. **Baseline:** Community policing pilots in 3 locations **Target:** **Indicator 2:** Fully functional State Community Police Steering Committees in 7 States **Baseline:** Limited consultation and buy in by all stakeholders	Organize follow–up consultation workshops in 7 states and in Khartoum	X	X					UNMIS UNDP UNAMID	SP	8	1,000	2	16,000
Targets: • Consensus on setting up the Project Management Team • Set up the Project Team, Project Steering Committee and State Steering Committees	Develop Terms of Reference and work schedule for Project Executive Board/NCPB		X							1	-	-	0
	Establish and support the PEB/NCPB	X		X		X					1,000	18	18,000
	Develop Terms of Reference and work schedule for State Advisory Committees		X							-	-	-	0
	Establish and support 7 State Advisory Committees		X								-	-	14,000

	Consultation workshop for all Stakeholders: UNDP GoS Police UNMIS, UNAMID, NGOs and CBOs	X	X								-	-	13,000
Output 3: Capacity Development, Training & Awareness Raising **Baseline:** **TBD** **Indicators:** # of officers trained; # of community based seminars held **Output Targets:** 600 Officers of all ranks trained; 20 seminars held in IDP camps	Develop Terms of Reference and commission study to review existing curriculum at Police College	X						GOS UNMIS UNAMID		-	-	-	0
	Review legal and constitutional framework on policing	X						UNMIS UNAMID UNDP	SP	-	-	-	0
	Support the GoS Training Directorate in designing training modules on strategic management and community policing for commissioned and non-commissioned officers	X								-	-	-	0
	Develop training manual and local level modules on community policing for police officers and communities		X	X							55,000	-	55,000
	Translate and publish training materials			X				UNDP	SP		25,000		25,000
	Set up a working group to oversee implementation of training strategy							UNMIS UNAMID	SP	-	-	-	0

Output	Activity	P1	P2	P3	P4	P5	P6	Party	SP	Qty	Unit		Total
	Conduct Training of Trainers (ToTs), including cascade training, on community policing for non-commissioned officers Activity Result\n\nTraining of GoS Police/Popular Police using current facilities at the Police College		X	X				UNDP		84	2,000	-	168,000
	Train Sudanese Police Executives on strategic management and community-based policing		X	X	X					3	30,000	-	90,000
	Train key local stakeholders on community policing, rule of law, good governance and human rights	X	X	X	X	X	X			80	500	-	40,000
	Organize awareness-raising campaigns on community-based policing in targeted states		X	X	X					14	5,000	-	70,000
	Organize study tours			X						3	30,000	-	90,000
Output 4: Establishment of Local Safety Working Groups & Development of Community Safety Plans\n\n**Baseline:**\nCommunity Safety Groups in 3 states; and 8 communities\n\n**Indicators and targets:**\nCommunity Safety Groups established in 7 states; and 14 communities	Establish Local Safety Working Groups		X	X				UNMIS, UNAMID, UNDP	SP	7	7,000	-	49,000
	Develop community safety profiles		X	X						14	1,000	-	14,000
	Develop community safety plans & Translations		X	X						14	3,000	-	42,000

Output	Activity							Partners		Qty	Unit	No.	Total
Output 5: Functional Community Safety Centres and Equipment of Community Policing Officers **Baseline:** 3 CSIC constructed & equipped **Indicator and target:** 11 CSIC constructed & equipped	Design floor plan for CSIC		X					UNMIS, UNAMID, UNDP, GOS	SP	-	-	-	0
	Organize procurement process for the construction of 14 CSICs	X	X							-	-	-	0
	Construct and equip 14 CSIC in selected communities jointly identified by the police and the communities		X	X	X					14	45,000	-	630,000
	Ensure running for CSIC for 18 months	X	X	X	X	X	X			14	500	18	126,000
	Provide community policing officers with uniforms and equipments		X	X						140	600	-	84,000
	Communication Equipment (VHF Radio)	X	X							84	200	-	16,800
	Procure bicycles for community policing officers		X							140	150	-	21,000
Output 6: Project Monitoring, Evaluation and Documentation of Lessons Learned **Indicator:** Availability of crime statistics on crime in selected communities; for selected crimes **Baseline:** Nil statistics available **Indicator and target:** Availability of basic crime statistics for 14 CSIC locations	Conduct baseline survey of perceptions of the police in selected areas	X						UNDP	SP	14	1,500	-	21,000
	Conduct crime trends analysis in selected areas	X			X					14	1,000	-	14,000
	Ensure regular monitoring and review of community policing initiatives including community safety plans	X	X	X	X	X	X			Sum	10,000		10,000
	Commission and external consultancy mission to assess performance of the project, to document experiences and lessons					X					30,000	-	30,000
	Attend workshops at national and international level to share experiences and lessons learned				X		X				10,000	1	10,000

1,666,800			Sub-total Outputs2-6	1,666,800
2,695,450			Sub-total Outputs1-6	2,695,450
			Security compliance (1%)	26,955
			Bank charges (0.6%)	16,173
			General Management Services (7%)	188,682
2,927,259			**TOTAL USD**	2,927,259